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Approved For Release 2002/08/15 : CIA-RDP84-00780R000500090017-2

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DDP 40733

2015 64-0874

1 FEB 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Accession of JOT's to the Clandestine Services

REFERENCES : (1) Memorandum for Ex.Dir.-Comp., 6 Jan 1964,
from D/Personnel, Subject: Recruitment of
Young Officers

(2) Memorandum for Ex.Dir.-Comp., 15 Jan 1964,
from Dir. of Budget, Program Analysis and
Manpower, Approved by Ex.Dir.-Comp.,
17 Jan 1964.

1. This memorandum submits comments and recommendations in regard to the proposed expansion of the JOT program as outlined in Reference (1).

2. The Clandestine Services has long been the principal sponsor of the JOT program. We have more than 400 JOT graduates now on duty and have had for the last several years a standing requirement for 90 JOT's to enter the CS annually. If and when feasible, the continuance of this input of young officers is recognized as desirable as one of the means for achieving a balanced distribution of CS officers by age groups. We continue to advocate the 50-20 Retirement Plan as another means directed toward adjustment over the years of the large numbers of officers now in the 35-49 year age groups. In addition we will be working with you to improve the efficacy of selection out procedures (Memorandum dated 9 January 1964 from DDP to DCI) to identify and separate officers who should be released in their own best interests and that of the Clandestine Services. At the same time, we must not lose sight of the fact that in dealing with human beings, we cannot shape an entire program around measures solely engendered by statistical considerations.

3. We see no reason why the proposal set forth in Reference (1) should not generally be put into effect and are pleased to learn that the other parts of the Agency now plan to use the JOT program to obtain more than a minimal number of officers each year. The lowered ceiling which the DDP has the responsibility for meeting by June 30, 1965, requires a sharp reduction in on-duty strength (a difficult task at best and an impossible one if DDP is not in control of all categories of personnel input, including those

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available from the JOT Program). To achieve our ceiling goals, therefore, the proposed plan must be altered in some degree.

4. We have since November 1963 reduced our strength about 60 in numbers largely through attrition coupled with cutting off input of new clerical personnel. Our on-duty strength at 31 January 1964 was [] We are now at the point that demands by the operating offices for clerical personnel are becoming urgent, and it is apparent that it will not be practical to continue the present moratorium on clerical input. We estimate that from 1 March onward it will be necessary to match clerical attrition with clerical input. During the period from now until the end of FY 65, we are asked to bring in about 150 JOT's presently on the OTR ceiling and payroll and in various stages of training. To provide skills not otherwise attainable, other essential officer input will be a minimum of 20 personnel for TSD, FI/[] RID, etc. Our professional attrition for this period will be about 170. It would appear, therefore, that unless some action is taken to increase professional attrition, our strength will remain at about the present level and we shall fail to meet our ceiling requirement by about 100 if we bring in the 150 JOT's. Steps are now being taken to review possibilities in cutting back on the number of military personnel and personnel in positions designated to other Career Services. We are also instituting other economies to eliminate the length of overlapping assignments, and to cut down on other overhead charges. These measures, however, do not promise to be sufficient to take care of the full overage.

5. We propose therefore the following modification of the JOT proposal. We recommend that 85 selected Junior Clandestine Services officers be transferred to the JOT program for JOT training of one year's duration. Thirty-five could enter the June 1964 class and 50 enter the January 1965 class. The training would be the regular JOT series of courses (including the Operations Course for males; Operations Familiarization for females) for the first six months; followed by six months of specialized course and/or on-the-job training in areas other than the component from which each officer came. Upon completion of the year's training, the officers would return to the CS ceiling but not necessarily to their previous assignment. The JOT program would then resume normal practices in recruiting and training subsequent classes of JOT's. The timing of the transfers would be as follows:

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	<u>Transfer to CS</u>	<u>Transfer to JOT</u>
<u>February-June 1964</u>	45 JOT's (Jan 63 Class)	35 CS Officers (for June 64 Class)*
* Balance of class would consist of recruits already committed. Other recruits in process would be delayed until the June 1965 class.		
<u>July 1964</u>	60 JOT's (July 63 Class)	
<u>January 1965</u>		50 CS Officers (for Jan 65 Class)
<u>January-June 1965</u>	50 JOT's (Jan 64 Class)	
<u>July 1965</u>	35 CS Officers 15 JOT's (June 64 Class)	
<u>January 1966</u>	50 CS Officers (Jan 65 Class)	

6. The plan would have the effect of removing 85 CS Officers from ceiling until FY 66; they would return better trained and better equipped and the machinery of the JOT Program would remain substantially intact. By and large the CS Officers selected would temporarily be replaced by the incoming JOT's, so that no serious internal personnel shortages should occur. The CS Officers chosen for training would be screened by the DDP Training Officer, the CS Personnel Management Committee, and OTR to ensure that the training would be useful. Several hundred potentially qualified candidates have been identified; they range in grade from GS-05 to GS-12, have college degrees or the equivalent, and are from 23 to 35 years of age.

7. The proposal outlined is consistent with the recommendation of the Director of the Budget, Program Analysis, and Manpower, who stated in paragraph 8, Reference (2), "The DD/P should also be encouraged to increase the number of currently qualified CS personnel placed into incoming classes of the JOT program. Such action, if operationally possible should reduce the need to recruit JOT's externally over, say, the next year. This approach.....is consistent with the productivity principles laid down by the White House."

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8. If the above proposal is adopted (and in our view there is no acceptable alternative), we see no reason under present circumstances why the Clandestine Services would not be in a position to bring in 90 JOT's annually subsequent to the completion of the training of the group of CS officers.

9. We have restricted our comments to the personnel programming aspects of Reference (1), reserving our acceptance of, or concurrence with, the conclusions of the Staff Study attached. The Study contains much of interest and of value but at the same time the validity of certain of its assumptions leading to particular conclusions is open to question.

Signed

Richard Helms
Deputy Director for Plans